

# **HARDY ENERGY CONSULTING**

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RANDALL W. HARDY

## EXPERIENCE

### **PRINCIPAL HARDY ENERGY CONSULTING (HEC)**

Spokane, Washington  
1998-Present

Provide West Coast utilities and industries with strategic advice in the areas of power supply and marketing, transmission interconnection and construction, and the impact of various non-power constraints on the Northwest grid.

#### Special Accomplishments:

Represented both IPP and IOU clients in the Grid West (formerly RTO West) proceedings since their inception in 2000.

- Helped balance FERC desire for independence with regional need for accountability;
- Developed a political strategy to reduce strong opposition to Grid West from Northwest publicly owned utilities.

Brought BPA and Northwest IOU participants together for a major settlement residential exchange program benefits from 2006-11.

Worked with California (DWR) to identify critical Northwest power supplies to prevent California outages during the 2001 energy crisis.

### **CHIEF EXECUTIVE OFFICER & ADMINISTRATOR BONNEVILLE POWER ADMINISTRATION (BPA)**

Portland, Oregon  
1991-1997

Responsible for management and operation of the nation's largest electric power marketing agency with annual revenues of \$2.4 billion. BPA is a wholesale seller of electricity to retail utility and industry customers throughout the thirteen western states. Bonneville provides approximately 40% of all electricity generated in the Pacific Northwest and owns and operates 75% of the region's high voltage transmission system.

Special Accomplishments:

Stabilized an organization in financial crisis due to wholesale electricity deregulation by:

- Cutting \$600 million from a projected annual budget of \$3.0 billion;
- Reducing a staff of 5,600 employees by 1,500;
- Reducing rates to BPA's utility and industrial customers by 15%;
- Renegotiating 130 five-year power sales contracts with customers to secure stable annual revenues of approximately \$2.0 billion.

Reorganized Bonneville to eliminate two layers of middle management, focus on customer service for utility and industrial users, and develop a rapid response capability to anticipate and respond to a volatile market.

Managed BPA's recovery from the August 1996 West Coast power outage, including investigation of outage causes and implementation of required reliability improvements.

Directed BPA's participation in INDEGO, the Northwest's first attempt at forming an RTO like entity.

**SUPERINTENDENT (CEO)**  
**SEATTLE CITY LIGHT (SCL)**

Seattle, Washington  
1984-1991

Managed the nation's seventh largest publicly owned electric utility with annual revenues of \$400 million and 330,000 retail customers.

Special Accomplishments:

Implemented a comprehensive productivity improvement program which flattened management structure from six levels to four, streamlined utility line crew size, decreased telephone customer response time, and reduced uncollectible write-offs significantly.

Managed Seattle's grid through a major fire affecting its downtown underground network in 1988 and the "Siberian Express" cold snap of 1989.

Negotiated successfully all fish, wildlife, recreation and Indian cultural resource issues for relicensing three Skagit River dams, representing 30% of Seattle's power supply.

Stabilized management and personnel at a 2,000 person utility whose internal problems had made almost daily news in the Seattle press and led to the firing of my two immediate predecessors.

Arranged for Seattle's ownership interest in the Third AC transmission line connecting the Northwest and California.

**EXECUTIVE DIRECTOR  
PACIFIC NORTHWEST UTILITIES CONFERENCE COMMITTEE**

Portland, Oregon  
1982-1984

Responsible for directing long range resource planning activities for 100 corporate members, including most Northwest electric utilities and fifteen aluminum, chemical and pulp and paper companies.

**PRIOR POSITIONS**

Puget Sound Area Manager, Bonneville Power Administration; Seattle; 1980-1981

Deputy Program Manager, Honeywell Marine Systems; Seattle; 1979-1980

Special Assistant to the Regional Representative, U.S. Department of Energy; Seattle; 1977-1979

Special Assistant to the Administrator, Federal Energy Administration (FEA), including selection as a White House Fellow (while serving in the U.S. Navy); Washington, D.C.; 1975-1977

U.S. Naval Officer; shipboard and staff assignments worldwide; 1966-1976

**RELATED CAREER HIGHLIGHTS**

Chairman, Electric Power Research Institute (EPRI) 1996-1997

EPRI is the national research and development organization for the American electric utility industry.

Board Member, Electric Power Research Institute (EPRI) 1990-1997

During this period, a major EPRI priority was technological improvements of the U.S. transmission grid.

President, American Public Power Association (APPA) 1991

APPA is the national association of all consumer-owned electric utilities.

Board Member, American Public Power Association (APPA) 1986-1991

Executive Board Member, Washington Public Power Supply System 1990-1991  
(WPPSS - now called Energy Northwest)

Energy Northwest is the State-chartered agency which owns and operates the Columbia Generating Station (an 1100 mw nuclear plant) in Richland, Washington.

Board Member, Large Public Power Council (LPPC) 1987-1991

LPPC is the national association of the fifteen largest publicly-owned electric utilities in the United States. It is particularly active in national transmission issues.

Author, China's Oil Future: A Case of Modest Expectations 1978

This book explored China's potential role in petroleum production and marketing worldwide.

White House Fellow 1975-1976

This special program prepares promising young professionals for future leadership. A few are selected each year in a national competition to work at the highest levels of American government, to travel worldwide, and to meet with leaders in virtually all fields of endeavor. My Fellows class of fifteen was chosen from a field of 2,300 applicants.

Captain, U.S. Naval Reserve (Ret.) 1991

Served ten years of active duty in the U.S. Navy and fifteen years in the U.S. Naval Reserve before retirement in 1991.

#### EDUCATION

B.S. U.S. Naval Academy; Annapolis, Maryland 1966

M.P.A. University of Washington; Seattle, Washington 1972